DOCUMENT RESUME

ED 345 729 IR 054 017

TITLE	Library Systems toward the 21st Century: An Action Plan.
INSTITUTION	New York State Education Dept., Albany. Div. of Library Development.
PUB DATE	92
NOTE	26p.; For the complete report on and a summary of the King Research study, see ED 309 783 and ED 314 077.
PUB TYPE	Viewpoints (Opinion/Position Papers, Essays, etc.) (120) -- Reports - Descriptive (141)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Academic Libraries; Access to Information; Elementary Secondary Education; Higher Education; Information Networks; Learning Resources Centers; Library Cooperation; *Library Networks; *Library Planning; *Library Services; *Objectives; Position Papers; Public Libraries; Shared Library Resources; *Statewide Planning; Telecommunications
IDENTIFIERS	*New York

ABSTRACT

This report focuses on the two-part mission of New York library systems and provides a vision for library systems in the 1990s and beyond. The plan's 5 goals for library systems and 18 action steps will further the dual mission: (1) serving member libraries and enabling them to improve their servcices to users; and (2) serving as a component of the statewide library network, enabling the effective functioning and continued development of the network, and sharing resources with all types of libraries through cooperation and coordination. The goals include: being responsive and accountable to system members, providing cost-effective services, assisting member libraries to become Electronic Doorway Libraries, maximizing access to library resources for New York State residents, and participating equitably in the statewide library network. This report opens with a summary of the manual; maps showing the three library systems in the state, i.e., public library systems, reference and research library resources systems, and school library systems; and a discussion of the vision for (and missions of) these library systems. A profile is then provided for each of the goals which delineates the action steps involved in its achievement and brief explanations of the action steps. Descriptions of the concept of the Electronic Doorway Library and the Statewide Library Network are included. A timetable is then given which identifies the implementation and duration of the action steps. A brief history of the development of this plan, beginning with the study of New York State's library systems conducted by King Research in 1989, concludes this report. It is noted that some action steps are slated to begin in 1991, but that staff resources at all levels and funds for travel, printing, and mailing will affect the speed with which implementation can take place. (MAB)

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
☐ This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

IR

ED345729

LIBRARY SYSTEMS TOWARD THE 21ST CENTURY

21

AN ACTION PLAN

Adopted By The Board of Regents

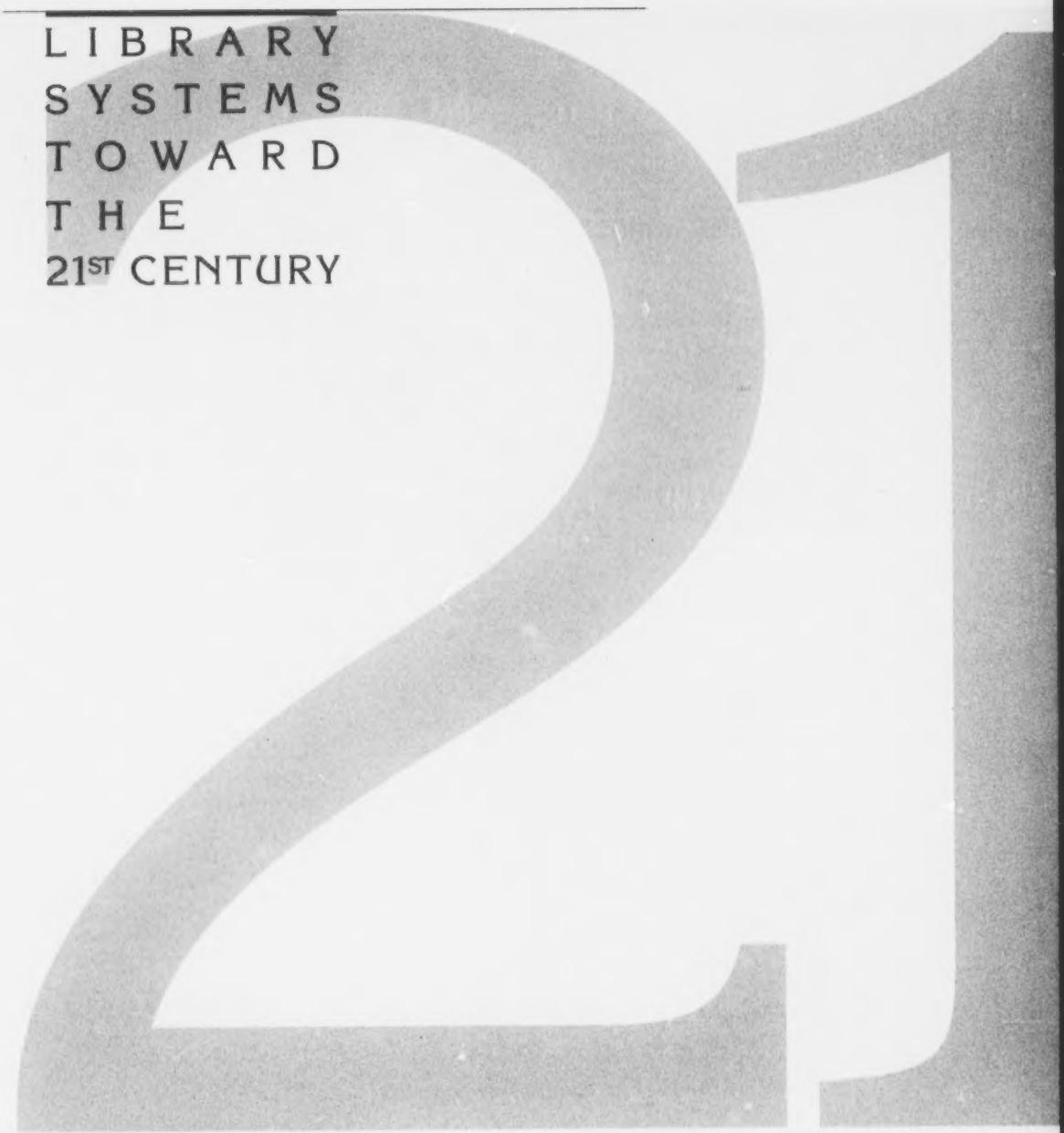
The University of the State of New York
The State Education Department
New York State Library
Division of Library Development

IR 054 017

BEST COPY AVAILABLE

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
Robert M. Trombley
TO THE EDUCATIONAL RESOURCES INFORMAT ' CENTER (ERIC)."

LIBRARY SYSTEMS TOWARD THE 21ST CENTURY



AN ACTION PLAN

Adopted By The Board of Regents on July 26, 1991

The University of the State of New York
The State Education Department
New York State Library
Division of Library Development

THE UNIVERSITY OF THE STATE OF NEW YORK
Regents of The University

MARTIN C. BARELL, *Chancellor*, B.A., I.A., LL.B. .....Muttontown
R. CARLOS CARBALLADA, *Vice Chancellor*, B.S. .....Rochester
WILLARD A. GENRICH, LL.B. .....Buffalo
EMLYN I. GRIFFITH, A.B., J.D .....Rome
JORGE L. BATISTA, B.A., J.D. .....Bronx
LAURA BRADLEY CHODOS, B.A., M.A. .....Vischer Ferry
LOUISE P. MATTEONI, B.A., M.A., Ph.D. .....Bayside
J. EDWARD MEYER, B.A., LL.B. .....Chappaqua
FLOYD S. LINTON, A.B., M.A., M.P.A. .....Miller Place
MIMI LEVIN LIEBER, B.A., M.A. .....Manhattan
SHIRLEY C. BROWN, B.A., M.A., Ph.D. .....Albany
NORMA GLUCK, B.A., M.S.W. .....Manhattan
ADELAIDE L. SANFORD, B.A., M.A., P.D. .....Hollis
WALTER COOPER, B.A., Ph.D. .....Rochester
CARL T. HAYDEN, A.B., J.D. .....Elmira
DIANE O'NEILL MCGIVERN, B.S.N., M.A., Ph.D. .....Staten Island

President of The University and Commissioner of Education
THOMAS SOBOL

Executive Deputy Commissioner of Education
THOMAS E. SHELDON

Deputy Commissioner for Cultural Education
CAROLE F. HUXLEY

Assistant Commissioner for Libraries and State Librarian
JOSEPH F. SHUBERT

Director, Division of Library Development
ROBERTA G. CADE

Director of the State Library
JEROME YAVARKOVSKY

The State Education Department does not discriminate on the basis of age, color, religion, creed, disability, marital status, veteran status, national origin, race, gender or sexual orientation in the educational programs and activities which it operates. Portions of this publication can be made available in a variety of formats, including braille, large print or audio tape, upon request. Inquiries concerning this policy of equal opportunity and affirmative action should be referred to the Department's Affirmative Action Officer, NYS Education Department, 89 Washington Avenue, Albany, NY 12234.

FOREWORD

No library, however large or well-endowed, can collect, store, and make available all the information or materials its users and potential users might want and need. Therefore, three types of library systems have been developed to implement the Regents policy, "Every resident of New York State should enjoy timely and free access through local libraries working within library systems to a full range of information resources and services, provided without restriction of censorship or violation of privacy." The library systems meet user needs by providing such services as interlibrary loan, delivery, locator tools, and automation to make possible and promote timely resource sharing among libraries.

Incredible technological changes and the coming of the Information Age have dramatically transformed and improved library services since systems began. Information, education, and even basic communication are now possible in formats and at speeds previously unimagined. In this environment and in planning for the decade of the 1990s and the 21st century, systems were studied by an independent research firm.

Library Systems in New York State: 1989, by King Research, Inc, the first comprehensive examination of all types of library systems, showed that systems achieve economies of scale and are cost-effective. It also identified relevant needs of member libraries and residents of New York State, including the need for increased technological capabilities. *Library Systems Toward the 21st Century: An Action Plan*, completes one phase of poststudy activity and initiates another. The developmental phase has focused on designing ways to meet the needs identified in the King report, which the Action Plan restates as goals for library systems.

The second phase, to continue through the 1990s, will implement *Library Systems Toward the 21st Century: An Action Plan*, which charts a course for the future of library systems as key links in the Statewide Library Network and as facilitators for their members to increase their technological capabilities.

As the implemetation of the Action Plan begins, broad participation, the hallmark of the system study process, continues to be crucial. Such participation by the many who have had a part in the development of the plan will continue to ensure the best library service possible for the people of the State as they turn to libraries to meet their varied needs.

SUMMARY

Library Systems Toward the 21st Century: An Action Plan focuses on the two-part mission of library systems and provides a vision for library systems in the 1990s and beyond. The paper follows two years of analysis, discussion, and planning after the comprehensive study of library systems in New York State was completed in April 1989 by King Research, Inc. under contract to the New York State Library.

The plan's 5 goals for library systems and 18 action steps will further the dual mission: (1) to serve the member libraries, enabling them to improve their services to their users, and (2) to serve as a component of the statewide library network, enabling the effective functioning and continued development of the network, and sharing resources with all types of libraries through cooperation and coordination. The goals include: being responsive and accountable to system members, providing cost-effective services, assisting member libraries to become Electronic Doorway Libraries, maximizing access to library resources for New York State residents, and participating equitably in the Statewide Library Network.

Action steps include, among others:

- developing a structured self-study process for systems to compare system service patterns to member needs;
- revising system plans of service to assure system responsiveness to member priorities for service;
- providing training and technical assistance on cost-effectiveness measures for systems so that systems can make informed decisions about which services to provide and how to provide them;
- developing an Electronic Doorway Library program for systems to use to help prepare all libraries to use up-to-date electronic means to improve information service to their clientele;
- gathering additional data about the costs, services, and use of central libraries to provide maximum access to library resources for New York State residents;
- clarifying the objectives of the Regional Bibliographic Data Bases and Interlibrary Resources Sharing Program to facilitate equitable library system participation in the Statewide Library Network in light of technological developments; and
- holding regional meetings with library system directors to deal with the structure and governance of library systems.

Some action steps in this project are slated to begin in 1991. Staff resources at all levels and funds for travel, printing, and mailing will affect the speed with which implementation can take place.

CONTENTS

FOREWORD iii

SUMMARY iv

LIBRARY SYSTEMS IN NEW YORK STATE vi

INTRODUCTION 1

THE VISION 2

THE GOALS 3

GOAL A Every library system will be responsive and accountable to its members. 4

GOAL B Every library system will offer cost-effective services. 5

GOAL C Every library system will assist each member to be an Electronic Doorway Library. 6

- The Electronic Doorway Library 7

GOAL D Every library system will maximize access to library resources for New York State residents. 8

GOAL E Every library system will participate equitably in the State Library Network. 9

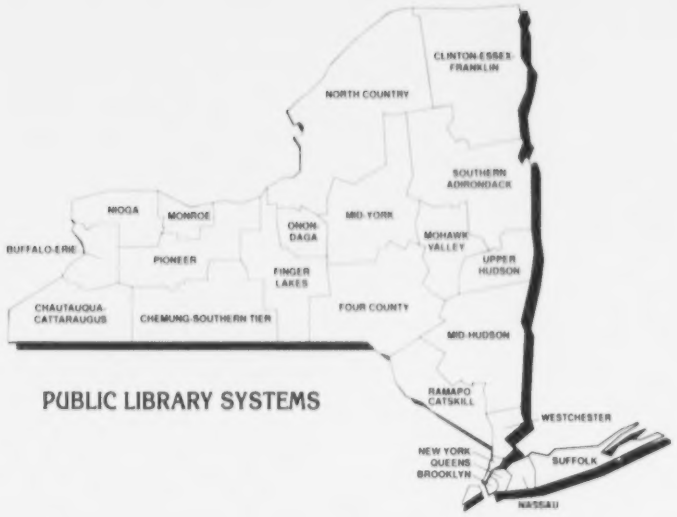
- The Statewide Library Network 11

NEXT STEPS 12

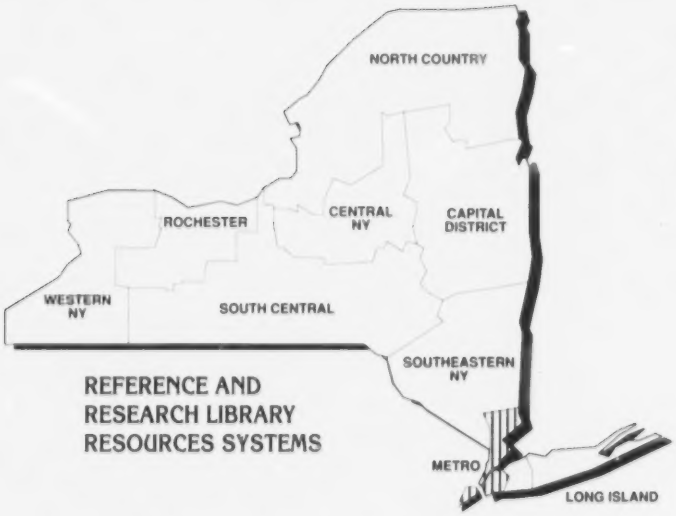
THE TIMETABLE 13

NOTES ON BACKGROUND 17

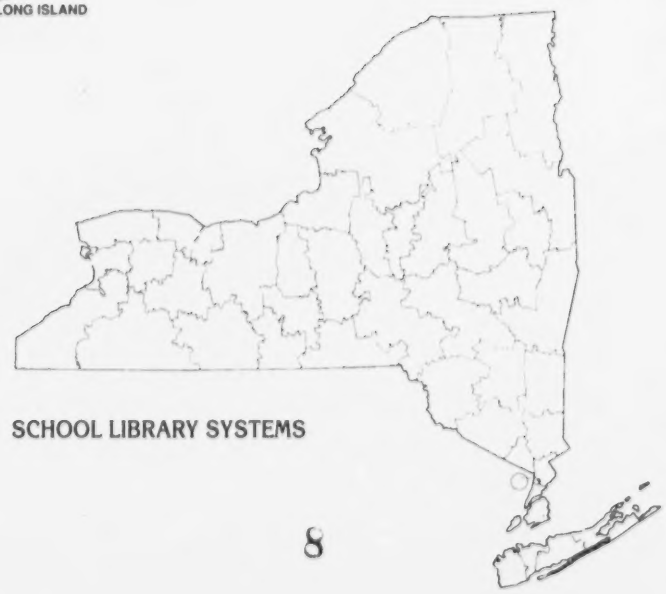
LIBRARY SYSTEMS IN NEW YORK STATE



PUBLIC LIBRARY SYSTEMS



REFERENCE AND RESEARCH LIBRARY RESOURCES SYSTEMS



SCHOOL LIBRARY SYSTEMS

INTRODUCTION

In New York State, libraries of all kinds are able to extend and improve services to their clientele and to be more cost-effective because of State-supported library systems. The Division of Library Development (DLD) and the Bureau of School Library Media Programs (BSLMP) articulated a vision for library systems, *Library Systems in New York State: Toward the 21st Century*, to guide system development toward the 21st century and to facilitate library system improvement where needed. This action plan now presents the goals and activities which the State Education Department (SED) will undertake to further the vision.

In developing this action plan, DLD and BSLMP have given special attention to key needs. These needs, always important, are doubly so in this period of economic crisis. This plan addresses improved planning and self-evaluation for systems, more member library participation in decision making, increased use of technology for faster sharing of information resources, improved cooperation and coordination among systems, and increased attention to the cost-effectiveness of individual system services. Staff have taken into consideration the interests and opinions they heard from the library community. (See "Notes on Background," pp. 17-18.) In carrying out its responsibilities for systems, SED will make every effort to involve the systems and their member libraries in substantive ways and to provide the flexibility to meet local needs and local conditions.

This action plan lays out an ambitious schedule. SED staff are acutely aware of the State's bleak fiscal picture but hope that some amelioration will occur as the 1990s progress. The achievement of this plan within the approximate time frame indicated is dependent on DLD and BSLMP having adequate staff resources, as well as other resources for travel, advisory committee travel, printing, and mailing. Yet, it is essential that the work progress because in bad economic times, the people and businesses of the State urgently need "timely and free access through local libraries working within library systems, to a full range of information resources and services," as expressed in Regents policy.

THE VISION

DUAL MISSION OF LIBRARY SYSTEMS IN NEW YORK STATE:

I. To serve their member libraries, enabling them to improve their services to their users;

II. To serve as a component of the statewide library network, enabling the effective functioning and continued development of the network, and sharing resources with all types of libraries through cooperation and coordination.

Equity and **equitably**, for purposes of this paper, mean fair, honest, impartial, just and reasonable *(Merriam Webster)*, free from bias and fair to all parties *(Roget)*.

Library Systems in New York State: Toward the 21st Century outlined a two-part vision of library systems embracing two missions for library systems in a State significantly different from that of only a few years ago. Although the State has long incorporated many aspects of this vision into State funding and policies, the vision was not expressly articulated before the publication of *Library Systems in New York State: Toward the 21st Century*. This vision is central to this action plan.

System Mission I. SED staff recommendations regarding system service to member libraries in *Library Systems in New York State: Toward the 21st Century* stressed planning, member library participation in planning and decision making, cost-effectiveness in providing services, and accountability to both the member libraries and the State. This action plan carries these forward.

The lack of member library participation and empowerment in some systems was an important King Research, Inc. (KRI) study finding. Increased member library participation in all decision making and evaluation is deemed by SED to be among the most significant outcomes which could result from the systems study. The cost-effectiveness of services demands more attention, particularly under the threatening economic skies of the 1990s.

System Mission II. System Mission II deals with relations among library systems of different types and the same type, within and across regions. The emphasis in *Library Systems in New York State: Toward the 21st Century* was on equity among the types of systems, cooperation and coordination, the use of electronic and other developing technologies, and extending cooperation across regions and statewide.

Support for some SED staff recommendations regarding intersystem relationships was not strong enough for those changes to be implemented without additional consideration and dialogue. Consensus on these recommendations is impeded, at least in part, by (1) differences in the funding levels of different types of systems, (2) existing roles and relationships, (3) differing interests and needs of different types of systems, and (4) perceptions about DLD and the State. Additional dialogue is planned.

Central Libraries. This plan calls for further study of the central libraries before making recommendations.

Division of Library Development. It is noteworthy that there was substantial support for KRI and SED recommendations concerning the State's roles in the library systems program. Systems have expressed concern, also, about the low level of staffing remaining in the Division of Library Development in this period of fiscal constraint.

The action plan is organized around five system goals and includes only activities related to the systems study. Other programs and services of DLD, the Bureau of School Library Media Programs (BSLMP), the systems, libraries, and the Education Department are not included in this action plan although they will continue and will require funding and staff time.

To help systems carry out System Mission I, the plan includes changes in planning, member library participation in planning and decision making, cost-effectiveness in providing services, and accountability to both member libraries and the State. To strengthen System Mission II, the plan stresses equity, dialogue on the structure of the library system network, data gathering by central libraries, implementation of the Electronic Doorway Library concept, and developing technologies to further the sharing of library resources throughout New York State. Goals A and B are most closely related to System Mission I. Goals D and E are most closely related to System Mission II. Goal C is a bridge with close ties to both missions.

The five goals are:

A. **Every library system will be responsive and accountable to its members.**

B. **Every library system will offer cost-effective services.**

C. **Every library system will assist each member to be an Electronic Doorway Library.**

D. **Every library system will maximize access to library resources for New York State residents.**

E. **Every library system will participate equitably in the Statewide Library Network.**

GOAL A

Every library system will be responsive and accountable to its members.

To accomplish this goal, SED in cooperation with systems and their members, will:

A1 Encourage systems to examine and use a variety of methods for increasing member participation in system governance, planning, decision making, and evaluation. (Current and ongoing)

A2 Develop a structured self-study process to be used by systems and their members prior to plan of service revision. (1991-92, implementation to follow)

A3 Revise the plan of service formats, incorporating member participation in governance, decision making, planning, and evaluation. (1991-93, use to follow)

A4 Develop a statewide survey to measure member satisfaction for use biennially in conjunction with systems' annual reports. (1992-93, implementation to follow)

Member libraries need to be involved in decisions affecting the use of scarce system resources, especially in light of the serious shortage of State and local funds and the movement to decrease the number of State mandates on localities.

These actions will improve system planning and member participation and apply to all types of systems. The self-study will structure the examination of a system's governance, operations, and services before the plan of service is revised. Following revision of the plan of service document, about 20 percent of the systems will resubmit plans of service each year on a rotating schedule. The member evaluation will be useful for system decision making and statewide evaluation, eliminating the need for follow-up studies. Flexibility will be built into the process.

GOAL B

Every library system will offer cost-effective services.

To accomplish this goal, SED, in cooperation with systems and their members, will:

B1 Develop three separate lists of the services provided, arranged by type of system and carefully defined. Develop mechanisms for measuring cost and effectiveness. (1991-92, use in annual report form to follow)

B2 Revise State annual report forms for systems and include cost and effectiveness measures for common services. (1993-94, use by systems to follow)

B3 Provide training and technical assistance on cost and effectiveness measures to system staff and trustees. (1993-2000)

KRI emphasized the concept of economies of scale and urged that systems include economic issues in their decision-making process. SED believes that attention to the costs as well as the content of services is necessary in the long-term as well as in the current financial environment. This plan will provide the tools for an information system on which the systems can base rational decisions about which services to provide and at what level, which to discontinue, and which to contract with other systems or libraries for the cost savings gained by economies of scale.

GOAL C

Every library system will assist each member to be an Electronic Doorway Library.

To accomplish this goal, SED, in cooperation with the systems and their members, will:

C1 Develop an Electronic Doorway Library Program. (1991-92, implementation to follow)

C2 Target State and Federal funds for Electronic Doorway Libraries. (1991-2000)

C3 Seek separate automation funds for reference and research library resources systems for their academic and special libraries and increased automation funds for public library systems and school library systems. (1993-2000).

The Electronic Doorway Library concept envisions the local library as an "electronic doorway" to the resources of the region, the State and the nation. Many libraries of all kinds have this capability now. The implementation of this concept is central to the realization of the Regents policy of "a full range of information resources and services" for all State residents. It promotes resource sharing, coordinated collection development, cost-effectiveness, and equity among small and large, upstate and downstate, and all types of libraries. Electronic Doorway Library status is within reach of all libraries by combining local and State resources and working through systems. This goal applies to all types of libraries and systems.

To support Electronic Doorway Library development in the absence of new funds during the current economic situation, SED will encourage systems and libraries to redirect some local funds, system automation funds, and Regional Bibliographic Data Bases and Interlibrary Resources Sharing (RBDB) program funds.

Public library systems receive separate automation funds for public libraries, and school library systems will begin receiving such funds for school media centers in 1991. However, reference and research library resources systems' automation funds must be shared by all types of libraries in their region. No separate automation funds are provided specifically for academic and special libraries. Staff recommends that new automation funds be sought as soon as feasible for the reference and research library systems for their academic and special library members, with increases in automation funds for the other types of systems.

THE ELECTRONIC DOORWAY LIBRARY

A library becomes an Electronic Doorway Library when it uses technology to enhance information retrieval and resource sharing through the Statewide Library Network, thereby providing the State's residents access to the information resources they need. The Electronic Doorway Library concept describes the two-way flow of requests and information, into and out of a library, by electronic means. This concept, based upon *Technology & Access: The Electronic Doorway Library*, Recommendation (A 2), may apply to any library in the State, regardless of size, type, or location.

Basic Requirements. In order to be considered an Electronic Doorway, the library will meet these basic requirements. The library will (1) have converted or be actively converting its catalog records into machine-readable form, (2) allow for electronic access either online or offline to its holdings from both inside and outside the library, and (3) provide electronic access to at least one other database located outside of the library. To achieve the basic requirements, an Electronic Doorway Library will (4) adhere to the database development guidelines established in *Libraries & Technology* and *Technology & Access* and (5) be equipped with a microcomputer or terminal, modem, and telephone line.

An Electronic Doorway Library will also (6) meet the basic standards for its type of library, (7) be a member of a library system, (8) have a board or administration, director, and staff committed to using technology to provide quality library service, (9) participate in State-supported automation and resource sharing programs which are currently operating and being developed, and (10) work with its library system in making full use of present and future technologies.

Beyond Basic Requirements. Electronic Doorway Libraries may also have an integrated library automation system based on a micro, mini, or mainframe computer with software and a means of electronic communication. Other service options may include one or more methods of electronic delivery; enhanced access to its holdings; access either online or offline to a wide variety of information resources including library catalogs, numerical databases, full-text documents, and images; connection to a high-speed telecommunications network(s); and the capability to share information resources based upon national linkage standards. Some Electronic Doorway Libraries may make services available from home or work place. As part of an evolutionary process, an Electronic Doorway Library should seek to utilize appropriate technologies both currently existing and yet to be developed.

Qualifying Libraries. All libraries that meet or exceed basic requirements will qualify as Electronic Doorway Libraries. Although some Electronic Doorway Libraries will provide considerably more than the basic requirements, all libraries so designated are expected to continue to provide the maximum level of electronic services that available resources permit. Qualified libraries should be formally designated as Electronic Doorway Libraries and display a unifying and recognizable symbol.

GOAL D

Every library system will maximize access to library resources for New York State residents.

To accomplish this goal, SED, in cooperation with systems and their members, will:

D1 Gather data about the costs, services, and use of the central libraries of the public library systems, analyze the data, and make recommendations for the most effective and cost-effective achievement of the goals of the program. (1991-96; see breakdown in timetable on p. 15)

D2 Provide direct access to the New York State Interlibrary Loan (NYSILL) network for all types of library systems. (Pilot project, 1991-93)

Central and cocentral libraries receive State funds to help provide an accessible in-depth collection of adult nonfiction materials and information services for residents of the system service area. Needs and local programs differ in various parts of the State. Answers are still needed for such questions as: who is actually using these collections; how much service is being provided; what are the costs of the services, and who bears those costs? The plan calls for data to be collected and recommendations to be developed by 1996. Because this program is part of overall system service, system, member library, and central library representatives must all be involved in the process with the Division.

All library systems should have direct access to the Statewide Library Network to help maximize access to library resources for individuals. Currently, school library systems must submit their NYSILL interlibrary loan requests to the New York State Library's Research Library and NYSILL Network through a NYSILL transmission site at either a public library system or reference and resources system. A project is now under way to provide up to 14 school library systems with direct access to the NYSILL network. The project will examine the value and effectiveness of school library systems as NYSILL transmission sites. Other school library systems will be phased in if the project is successful.

GOAL E

Every library system will participate equitably in the Statewide Library Network.

To accomplish this goal, SED, in cooperation with systems and their members, will:

E1 Seek adequate funding for systems to carry out regulations and programs. (1992 and ongoing)

E2 Target State and Federal funds for the further development of the Statewide Library Network. (1992 and ongoing)

E3 Provide a process for all systems in a region concurrently and cooperatively to develop the portion of the revised plans of service related to participation in the Statewide Library Network. (1992-93)

E4 Eliminate the regulation requiring other types of systems to be represented on school library system councils. (1992)

E5 Clarify the objectives of the Regional Bibliographic Data Bases and Interlibrary Resources Sharing Program and make such changes in law and regulations as may be needed to assure the capabilities of the Statewide Library Network. (1993)

E6 Conduct regional working sessions of all system directors to address issues of library system structure unresolved after the systems conference. (1991-93)

A Statewide Library Network which encourages and facilitates cooperation and coordination on an equitable basis enhances the ability of libraries to serve their users and increases cost-effectiveness. Continued development of the network is the responsibility of the State and all types of systems and libraries.

A network is only as strong as its participants. In order to participate fully in the network, library systems need funds adequate to carry out their mandated programs and services and those on which their members have come to depend. In this difficult time, SED and the systems will address issues of service priorities, effectiveness, and cost. Additional funds are also needed for development of the electronic component of the Statewide Library Network. Additional State aid should be sought as soon as it seems feasible to do so.

Regulations mandate that representatives of other types of library systems serve on school library system councils, although there are no similar representation requirements for public library system or reference and research library resources systems boards. Questions about school library system membership in the reference and research library resources systems will be considered in the regional

system directors meetings along with other membership questions.

One of the findings of the KRI study, supported by SED staff experience, is that all types of library systems have experienced problems in connection with the RBDB program. In addition, technology now offers greater opportunities for cross-regional and statewide resource sharing projects than were available in 1984 or 1986 when the program was launched. In light of experience, new technology and today's resource sharing needs, staff believes that the RBDB program should be updated. This program will be included on the agenda of the regional working sessions for system directors and DLD staff. Significant changes would require changes to both law and regulations.

As indicated earlier, a number of matters in *Library Systems in New York State: Toward the 21st Century* regarding System Mission II have not been resolved.

These questions are central:

(1) Should any one system act as regional coordinator? If so, what is an equitable governance structure for that system and for coordination decisions?

(2) What should the membership of systems be? Should libraries of one type hold membership in systems of another type? Should there be primary and secondary members? Should organizations without libraries be members? What systems best meet the needs of libraries which serve both general and special constituencies (for example, Division for Youth or Department of Correctional Services libraries)?

(3) What changes might be needed in the governance structure of systems? What changes might be needed in aid formulas that appear to be disincentives for otherwise appropriate mergers of systems? Can and should mergers of school library systems or public library systems be made a viable option by removing financial disincentives or by other means?

Additional questions may be addressed in the future.

SED staff will develop agendas for regional working sessions to resolve these questions and send staff teams to meet with system directors in each region a total of four times in 1991, 1992,and 1993. Staff time and travel funds will be necessary.

THE STATEWIDE LIBRARY NETWORK

The words *statewide library network* are intended to convey the concept of interconnectedness among libraries, library systems, and library services to benefit New York State residents. It is a *statewide* network encompassing activities and relationships which are local, regional, cross-regional, and statewide. It is a *library* network involving the library systems and their member libraries of all kinds and sizes. It is a *network*, because it has professional, electronic, economic, and political mechanisms and linkages for connectivity and resource sharing. The systems provide the foundation for the statewide library network. This network exists today and can be expected to evolve in response to future needs.

Services are provided through the statewide library network by systems and member libraries in both intra- and intersystem cooperative and coordinated activity. Any library or system providing such a service is participating in the statewide library network. Services provided through the statewide library network are comprehensive and potentially unlimited. The following list indicates the current range: shared automated systems, interlibrary loan, collaboratively developed programming, shared bibliographies, coordinated collection development, continuing education programs, reference referrals, and informal consulting among colleagues in libraries and systems.

In addition to informal, spontaneous, or locally initiated cooperation, the statewide library network permits, facilitates and structures all State-supported forms of cooperation and coordination among libraries and library systems of all types. The statewide library network involves both providers and recipients of network services and programs and includes all institutions which either receive or benefit from State and Federal aid for libraries.

The Regents goals of equity and access are furthered by intersystem coordination and cooperation. In today's economic and political environment, intersystem and intertype cooperation and coordination are necessary for excellence in system services to meet the needs of libraries and library users.

NEXT STEPS

In moving into the implementation phase of the systems study, SED and the Regents acknowledge the constraints stemming from a troubled economy, particularly in limited staff resources and sharply reduced travel funds. Rather than abandoning or postponing what needs to be done, SED proposes, among other strategies, to:

(1) undertake first those recommendations which do not require new funding or legislation; (2) assume that implementation will take place over the greater part of the decade; (3) use a variety of methods of obtaining input from the library community, including sending drafts out for review and coordinating meetings with other events like the New York Library Association annual conference or system directors organizations' meetings. The staffing levels in the Division will influence the speed with which implementation can take place. The approximate order in which implementation should take place and the years in which they should take place are shown on the accompanying matrix on pages 13-16. Because of the number of activities and the extended time frame, this matrix will be reviewed annually and readjusted as needed.

Goals and Activities for SED

A. Every library system will be responsive and accountable to its members.

A1. Encourage systems to examine and use a variety of methods for increasing member participation in system governance, planning, decision making, and evaluation.

A2. Develop a structured self-study process to be used by systems and their members prior to plan of service revision.

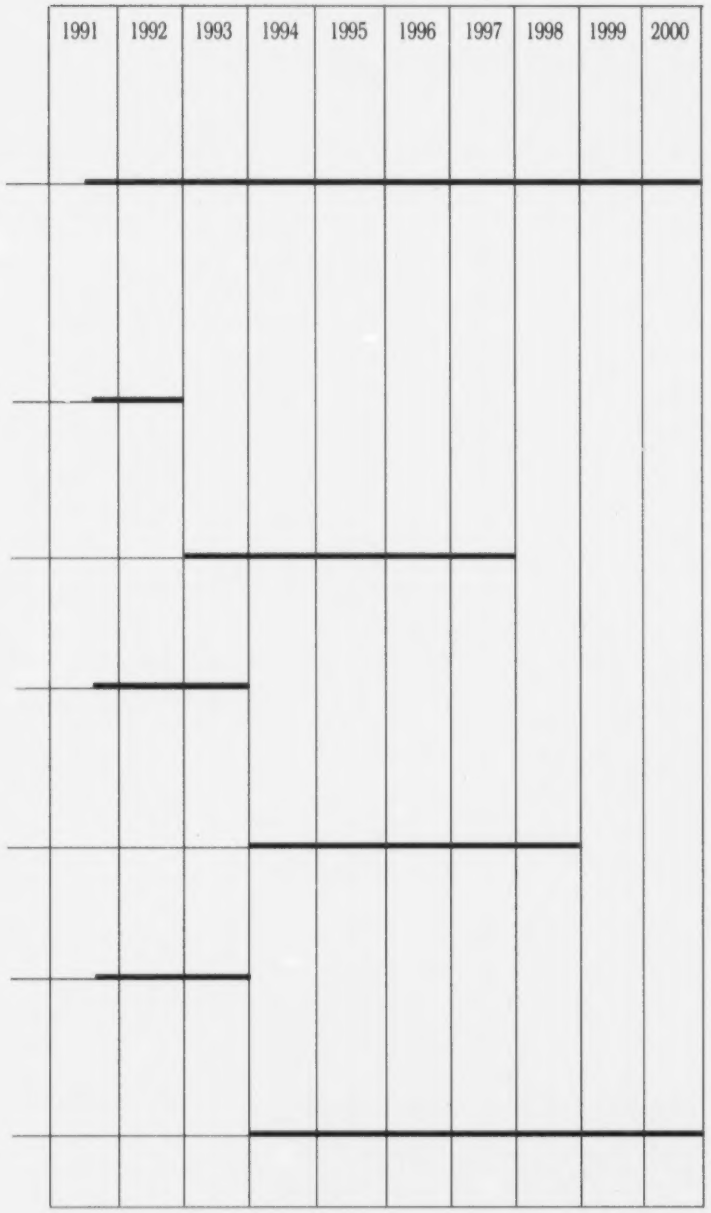
- Implement self-study process, completing all systems over a five-year period.

A3. Revise the plan of service formats, incorporating member participation in governance, decision making, planning, and evaluation.

- Implement use of revised plan of service document, completing all systems over a five-year period.

A4. Develop a statewide survey to measure member satisfaction for use biennially in conjunction with systems' annual reports.

- Implement use of member survey.



THE TIMETABLE

Goals and Activities for SED

B. Every library system will offer cost-effective services.

B1. Develop three separate lists of the services provided, arranged by type of system and carefully defined. Develop mechanisms for measuring cost and effectiveness.

B2. Revise State annual report forms for systems and include cost and effectiveness measures for common services.

- Implement use of revised annual reports.

B3. Provide training and technical assistance on cost and effectiveness measures to system staff and trustees.

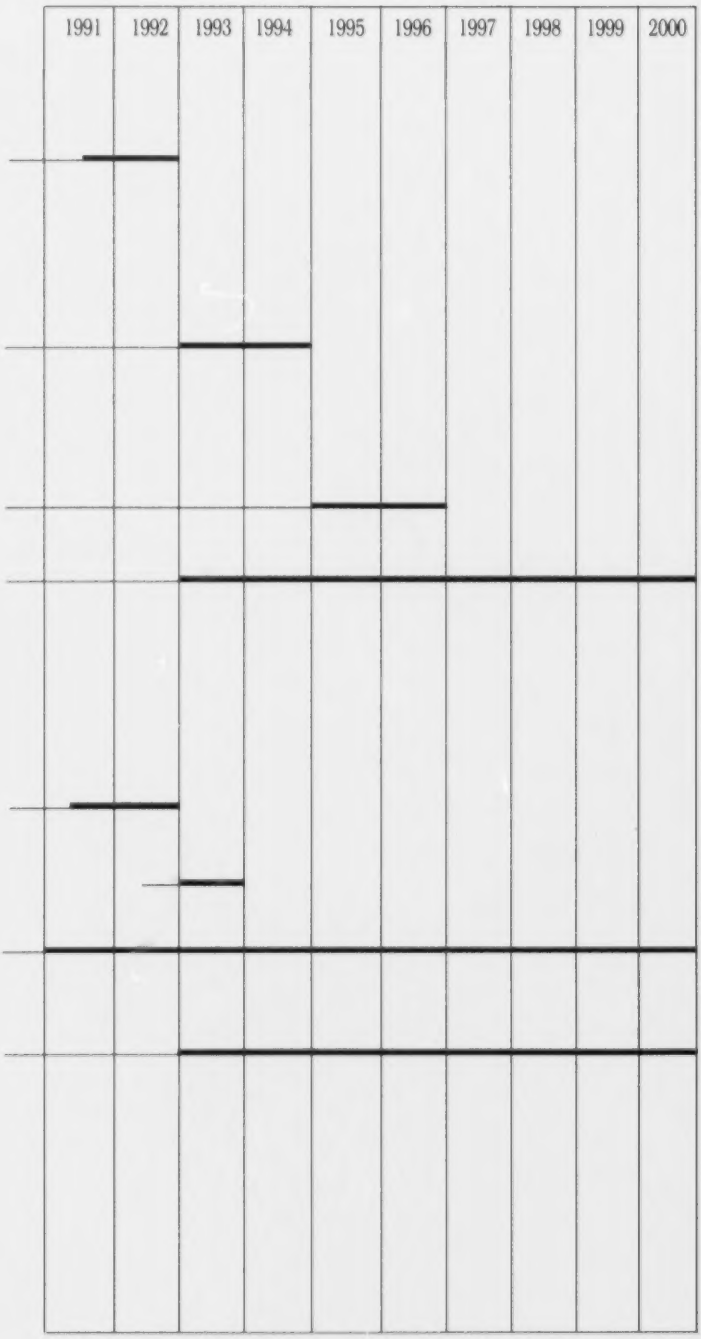
C. Every library system will assist each member to be an Electronic Doorway Library.

C1. Develop an Electronic Doorway Library Program.

- Designate first electronic libraries.

C2. Target State and Federal funds for Electronic Doorway libraries.

C3. Seek automation funds for reference and research library resources systems for academic and special libraries systems and increased automation funds for public library systems and school library systems.



Goals and Activities for SED

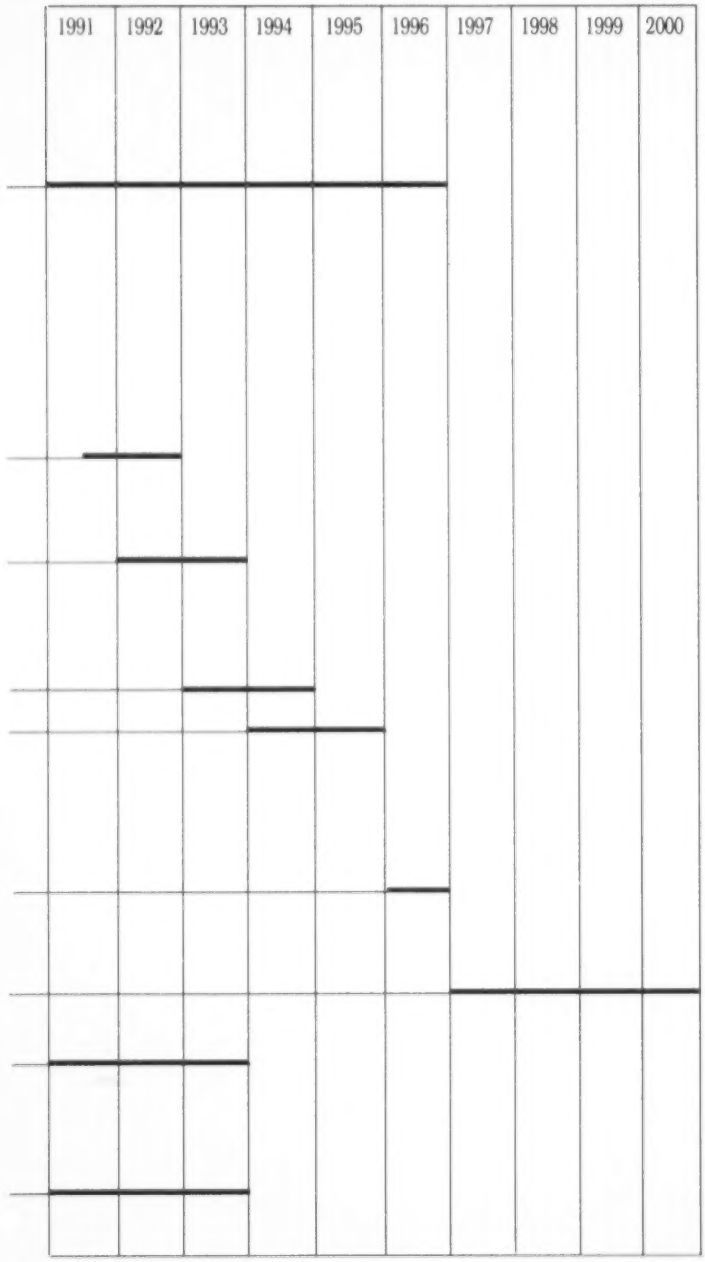
D. Every library system will maximize access to library resources for New York State residents.

D1. Gather data about the costs, services and use of the central libraries of the public library systems, analyze the data, and make recommendations for the most effective and cost-effective achievement of the goals of the program.

- Identify data needed for decision making about central libraries.
- Gather data about the costs, services, and use of the central and cocentral libraries.
- Analyze the data.
- Develop recommendations for the most effective and cost-effective achievement of the goals of the program.
- Discuss the recommendations with the library community.
- Implement changes if needed.

D2. Provide direct access to the New York State Interlibrary Loan (NYSILL) network for all types of library systems.

- Conduct pilot project.



THE TIMETABLE

Goals and Activities for SED

E. Every library system will participate equitably in the Statewide Library Network.

E1. Seek adequate funding for systems to carry out regulations and programs.

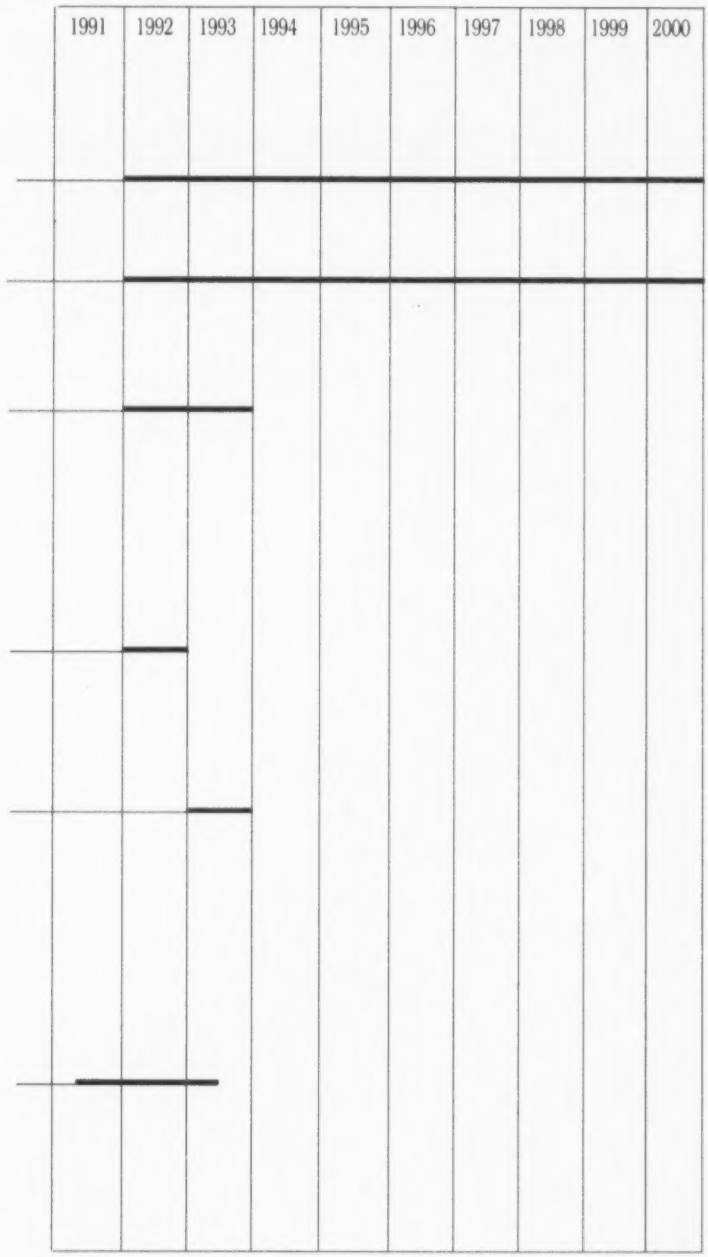
E2. Target State and Federal funds for the further development of the Statewide Library Network.

E3. Provide a process for all systems in a region concurrently and cooperatively to develop the portion of the revised plans of service related to participation in the Statewide Library Network.

E4. Eliminate the regulation requiring other types of systems to be represented on school library system councils.

E5. Clarify the objectives of the Regional Bibliographic Data Bases and Interlibrary Resources Sharing Program and make such changes in law and regulations as may be needed to assu.e the capabilities of the Statewide Library Network.

E6. Conduct regional working sessions of all system directors to address issues of library system structure unresolved after the systems conference.



NOTES ON BACKGROUND

In 1987, the Division of Library Development (DLD) of the New York State Library contracted with King Research, Inc. (KRI) to study New York State's library systems. KRI submitted its final report, *Library Systems in New York State: 1989*, in April 1989. KRI's data demonstrated unequivocally that the systems provide important and cost-effective services to libraries, improve services to the State's residents, and provide a means of sharing resources among libraries of various types. KRI pointed out that despite the "many positive aspects" in systems, there are "serious problems with some Library Systems" in both cost and satisfaction of their members. KRI also identified accountability to members and the State as a "weakness," and found problems in governance and intersystem cooperation. The KRI report includes 83 recommendations to assist the systems, member libraries, the State Education Department, and the Regents.

In September 1989, the Regents adopted a statement on the study results, *Library Systems in New York State: Opportunity for Greater Service*, which provided focus at nine regional Regents meetings in October and November 1989. These meetings were held to obtain library community response to the study and encourage and facilitate communication with SED and the Regents.

Following these meetings, DLD and the Bureau of School Library Media Programs (BSLMP) of the Office of Elementary and Secondary Education developed a position paper, *Library Systems in New York State: Toward the 21st Century*, that assessed the KRI recommendations against staff experience, the library community's responses to the KRI report, and the environment in which systems operate today. *Library Systems in New York State: Toward the 21st Century* outlined a vision for systems in the 1990s and beyond and outlined the dual mission of library systems. After Regents' review, this paper served as a discussion paper at a two-day meeting of representatives of systems in September 1990. Opinions about the ideas in the paper were expressed at this conference, in four regional meetings, and in 28 letters from individuals and five position papers from directors' organizations.

As a result of the study, the related communications mentioned above, staff analysis and internal meetings, the Division of Library Development and the Bureau of School Library Media Programs developed this action plan. Staff members have taken into consideration the library community's interests and opinions. With two notable exceptions, there was widespread support, at least conceptually, for the recommendations proposed in

Library Systems in New York State: Toward the 21st Century for System Mission I. Some sectors of the library community expressed resistance to permitting member library directors to serve on public library system boards of trustees, and some expressed apprehension over the discussion of contracting.

The question of contracting was clouded by its potential for changing existing intersystem relationships, as well as the apprehension that the State would force the systems to contract. There was also concern that if the State were to insist upon contracting between and among systems to save money, costs might actually increase and services might be less effective when compared to those currently being provided by systems. Some systems and libraries are currently contracting for services. It can be assumed that contracting will look more attractive to system directors, boards, and members as economic conditions force reevaluation of spending patterns.

As indicated in the body of this paper, there was no clear consensus on the recommendations for System Mission II related to the structure of the library system network. At the request of the library community, further discussions will be held before any decisions are made. Technological developments were supported and will move forward.

The following documents provide additional background information:

King Research, Inc.
Library Systems in New York State: 1989, 287 p. plus appendices.

Library Systems in New York State: Opportunity for Greater Service. A Regents policy statement, September 1989, 4 p.

Report on the October-November 1989 Regents Meetings on Library Systems in New York State. 1990, 14 p.

Library Systems in New York State: Toward the 21st Century, 1990, 26 p.

91-7352
91-462